

Farmers Market Promotion Program (FMPP) Final Performance Report

The final performance report summarizes the outcome of your FMPP award objectives. As stated in the FMPP Terms and Conditions, you will not be eligible for future FMPP or Local Food Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by FMPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to FMPP staff to avoid delays:

FMPP Phone: 202-690-4152; Email: USDAFMPPQuestions@ams.usda.gov; Fax: 202-690-4152

Should you need to mail your documents via hard copy, contact FMPP staff to obtain mailing instructions.

Report Date Range: (e.g. September 30, 20XX-September 29, 20XX)	September 30, 2015 - September 29, 2017
Authorized Representative Name:	Deanna Parness
Authorized Representative Phone:	707-647-5305
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Recipient Organization Name:	City of American Canyon
Project Title as Stated on Grant Agreement:	City of American Canyon, California Farmers' Market
Grant Agreement Number: (e.g. 14-FMPPX-XX-XXXX)	15-FMPP-CA-0016
Year Grant was Awarded:	2015
Project City/State:	American Canyon, CA
Total Awarded Budget:	\$78,074.00

FMPP staff may contact you to follow up for long-term success stories. Who may we contact?

☒ Same Authorized Representative listed above (check if applicable).

☐ Different individual: Name: Email: Phone:

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 05810287. The time required to complete this information collection is estimated to average 4 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, age, disability, and where applicable sex, marital status, or familial status, parental status religion, sexual

State the goals/objectives of your project as outlined in the grant narrative and/or approved by FMPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. "new objective", "new contact", "new consultant", etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

i. Goal/Objective 1: Launch and manage a local farmers' market in American Canyon that includes Electronic Benefits Transfer payment options.

- a. We received the two year USDA Grant to facilitate an American Canyon Farmers Market in September of 2015 and our first market launched on May 1, 2016, running through October 30, 2016. The second season opened on May 7, 2017 and ran through October 29, 2017. The market operated on Sunday mornings from 9AM - 1PM next to the community pool.

The City did not operate the market but instead entered into an MOU with Pacific Coast Farmers' Market Association (PCFMA) for the day-to-day operation of the market for season one and with Napa Farmers' Market Corporation (NPMC) for season two. Both are highly successful and respected local organizations.

Electronic Benefits Transfer (EBT) transactions have been available throughout the two years that market has been operational. A 'Market Match' program was put in place that provided \$2 in fresh produce for every \$1 of food stamps utilized. The program was relatively successful; during both seasons of the market approximately \$2,500 in EBT was processed plus another \$2,500 with the market match money, making the total purchasing power at the market \$5,000.

- b. Impact on Community: Before the market there were basically only 2 places in town for our 20,000 residents to buy produce. Both are big national chains and the freshness is very inconsistent. The Farmers Market brought us a reliable source of high quality, local and fresh produce and food products for the community. To a certain degree, the market also served as a community gathering place. We do not have a downtown or other place that has been considered a logical gathering place and one of our goals was to lay the groundwork for the weekly Farmers Market to become the logical place to connect with friends and family, have lunch, enjoy the entertainment and purchase the weeks supply of produce.

ii. Goal/Objective 2: Promote and advertise market

- a. The day-to-day operation of the Farmers Market was handled by PCFMA the

first year and NFMFC the second year but basically all promotion and advertising was handled by the City. We had a logo designed in early 2016 and it was utilized heavily to establish an identifiable “brand”. Before the launch of the first year we had dozens of light pole and fence banners made as well as A-frame signage. We also designed and distributed a postcard/coupon mailed to American Canyon residents as well as a large area surrounding the City. Ads were placed in the local newspaper and a website and facebook page were also established. Posters and rack cards were designed and posted in local businesses, hotels, churches and at the Chamber of Commerce. Special flyers addressing seniors were created and distributed at the Senior Center and the local mobile home parks, which have a heavy senior population. During the second season the collateral designed for season one was re-printed and used in the same manner as season one.

- b. Impact on Community: Advertising the market was a key component supporting its chance for success; helping people to remember to shop at the market. We have been told by experts that, especially with a new market, shoppers need to form a habit of purchasing their fresh produce at the Farmers Market every Sunday morning. These habits can only be formed if they remember to attend.

By using multiple layers of advertising, we hope that most segments of the community will be reminded, at least once about this week’s market. The Farmers Market had a dedicated space in our Friday Newsletter during the season, with a distribution list of 10,400 with a 25% open rate. Our facebook page has approximately 1,200 followers but whenever we advertise the market we boost the distribution which, for a small fee, sends the post to approximately 3,000 - 5,000 people. Every week we posted to NextDoor, a social network designed to help neighbors communicate with each other. In American Canyon, 3,800 people have signed up to receive information the City posts.

We know advertising helped based on the number of coupons that people turned in each week and by informally polling the attendees about where they get their information. However, once the middle of September and during most of October hit, attendance dropped no matter what we tried. We think this had to do with school being back in session and families being busier on the weekend.

iii. Goal/Objective 3: Provide educational presentations, entertainment, and cultural celebrations at market.

- a. An important and successful segment of the weekly Farmers’ Market was the presence of a Community Section. Four or five pop-up tents/booths were included each week and a system was established for local non-profit groups, schools, clubs, etc., to sign up and participate. The Master Gardeners of Napa Valley were invited to maintain a booth every week because of the logical tie to fresh produce and gardening. This spot was popular and provided expertise to any market attendee stopping by. Many other groups provided educational presentations including; the Napa Wildlife Rescue Center who brought animals,

the American Canyon Fire Protection District who set up hands-only CPR training, and the Filipino and Latino service clubs in town that showcased their culture.

Musical entertainment was provided, primarily by volunteers at about half the markets and it provided a wonderful, festive spirit. Several cultural events have been held at the market over the last two seasons. We have an active Filipino population in American Canyon and both years they celebrated Filipino Heritage Month with special art, dancing, music and presentations. Latino Heritage Month was also celebrated at the market. Cooking demonstrations using produce in season were presented from time-to-time.

- b. Impact on Community: Overall the activities at the market have been popular and those involved seemed to enjoy themselves. The special theme days at the market in addition to the weekly Children's Booth helped establish our long-term goal of creating a Community Gathering Place. The activities helped bring more people to the market which encouraged them to buy the local, fresh produce being offered.

Some events were extremely popular, such as the Grand Opening Party each year, the Hispanic Heritage Festival and Visions of the Wild Day; during these weeks attendance more than doubled from the average weekly attendance. Some events were not as popular as we had hoped, for example Senior Wellness and Appreciation Day and Johnny Appleseed Day. It was truly a learning experience, events that were popular in other cities, were not as popular in American Canyon and visa-versa.

iv. Goal/Objective 4: Implement a plan for sustainability post-grant award.

- a. Our main goal during the entire grant cycle was to create a Farmers Market the community could depend on being there each week during the season. If we provided consistency, we hoped they would make stopping by the market and shopping for fresh, local produce a habit every Sunday morning. To be sustainable, the farmers need to know that people are going to come to the market and buy produce and products. We are optimistic that the market will become more and more successful each year.

The City will most likely not be financially involved in the Farmers Market in the years to come. It has been the plan since the beginning that with the help of the grant, the City would get the market up and running and take care of costs up front for supplies and branding. During the first few months of 2018, our City Council will make a final determination regarding the level of involvement City staff will have in managing the market for the 2018 season. Pre-grant the initial plan was to develop a citizen's committee/board to manage the operation of the market post grant. Most likely at least one City staff member will be on this committee/board as well as members from the American Canyon Mom's Club, the County of Napa Agriculture Commission, the American Canyon Community and Parks Foundation and the local Master Gardeners of Napa Valley. Members of these four groups have been the markets biggest

advocates/participants and feel very strongly about the health and wellness benefits that go along with a Farmers Market. The committee/board will also include other members of the community, probably appointed through some kind of application process.

b.Impact on Community: We have several service organizations in town that have advocated for the Farmers Market from the very beginning including the American Canyon Mom's Club, the Filipino-American Club, the Master Gardeners and the American Canyon Community and Parks Foundation. This enthusiasm and ownership of the market has been extremely helpful and will likely help promote long term sustainability. The members will help foster sustainability by serving on a community board/committee that will most likely be established to manage the market after the initial two year grant period. The community advocates will not only volunteer to serve on the committee but will also promote/advertise the market within their specific groups, including the schools their children attend, their church, their families, etc. They will oversee the company brought in to run the day-to-day operation of the market and they will also enthusiastically participate in activities at the market each week. These groups are among the best in town when it comes to action; always contributing many volunteer hours to serve their local community or raising money for special projects if needed. With their help and the farmer confidence as described in question iii, we think the community will benefit from the market for many years to come.

v. Successfully adhere to grant management and reporting requirements.

a.All grant guidelines and requirements have been met. Agreements with the Market Operators have been executed, financial accounting and reporting systems have successfully been established and all semi-annual performance reports have been completed and submitted on time.

b.Impact on Community: N/A

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015). Include further explanation if necessary.

i. Number of direct jobs created: 2.63 fulltime equivalent (fte) jobs were created.

The Farmers' Market operator, hired a permanent half-time Market Manager (.5 fte). This person is the face of the market each week (including set up and break down) as well as during the time spent throughout the year recruiting vendors, completing the necessary paperwork for permits and certification as well as working with the City in the planning and marketing process.

6 hours per week has been assigned to a Parks & Recreation employee to help set up the market each week and operate the Parks & Recreation Children's Booth to provide activities. 4 hours per week has also been assigned to an additional Parks & Recreation employee to help operate the booth each Sunday. The fte is calculated with this

equation - 10 hours per week x 27 weeks = 270 hours / 2080 as a full time equivalent = .13 fte created.

We estimate a total of **2 fte's** were created from the people operating the booths each Sunday (note, these may or may not be the farmers themselves). Assuming an average of 20 booths each week and estimating 15 with a staff of 1 and 5 with a staff of 2. Also assuming a 6 hour work day following is the formula: 25 people x 6 hours per week = 150 hours x 27 weeks of the market = 4,050 hours; approximately 2 full time jobs.

- ii. **Number of jobs retained:** Since this was a brand new market, there were no jobs retained from pre-grant. Jobs retained between year one of the market to year 2 of the market would be the same as item I above.

- iii. **Number of indirect jobs created:** 4.0 fte.

The support activities to operate the market have created an estimated 4 fte's. It is very difficult to quantify but work would have been generated in graphics, marketing, entertainment (singers, balloon artists, face painters, etc.), delivery and pick up of the portable toilet each week, delivery and pick up of specific pieces of equipment needed for special performances such as a stage and sound system, additional stop needed each week for the garbage service, etc. This estimate does not include the farmers or producers which are included in vii.

- iv. **Number of markets expanded:** Zero.

- v. **Number of new markets established:** One.

- vi. **Market sales increased by** 100% because it was a brand new market established by the grant. The model used to operate the market makes it impossible for the City to know the exact dollar amount of sales. Each of the two operators we hired to operate the day-to-day operation and management of the market do not charge the City. Instead, their revenue is earned from the application fees and the weekly booth fees charged to each vendor. Vendors are charged a flat amount, not a percentage of sales, and so actual sales numbers are not tracked. We do know that given this market was not in existence before the grant award, any sales would cause a 100% increase.

- vii. **Number of farmers/producers that have benefited from the project:** During last season, we averaged 27 vendors per week at the market. The vendors were represented as follows: an average of 13 vendors each week were certified producers/farmers, 8 provided specialty food items such as tamales to take home, granola, olive oil, honey and coffee. The remaining 6 vendors were artisans selling for example, soap, handmade jewelry and art. An average of 2 food trucks also attended the market each week, setting up very nearby but not inside the market itself.

In some cases the farmers or producers manned the booth themselves and in some cases they hired an individual to do this but in either case, the farmer benefitted because the food they produced was sold directly to the consumer.

- a. **Percent Increase:** This represents a 100% increase from pre-grant.

3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how?

We worked hard to communicate the existence and benefits of the market to our ethnically diverse population. Our outreach included Spanish language outreach; outreach through the local WIC (food stamps) office; partnerships with the Hispanic Chamber of Commerce and Filipino-American Club; through schools, and the placement of Farmers Market posters in community service institutions as well as other locations around town. Promotional items included information about the Market Match program and EBT. The results were mixed. Our Filipino residents became a mainstay at the market and the vendors that carried the produce used in their cuisine seemed to prosper. We were not as successful attracting the Hispanic community which we think, in part, is attributed to a competing event near-by. The Napa County Swap Meet is open on Sunday and is only about 5 minutes north of our location. We have been told the Swap Meet offers many specialty produce and food items popular in Hispanic cooking, at lower prices than the American Canyon Farmers Market.

4. Discuss your community partnerships.

- i. **Who are your community partners?** Our key partners included the American Canyon Community and Parks Foundation, the American Canyon Moms Club, the American Canyon Chamber of Commerce, the Napa County Hispanic Chamber of Commerce, the Filipino-American Association, the Boys and Girls Club, the Local Food Advisory Council, the Master Gardeners Association and the schools.
- ii. **How have they contributed to the overall results of the FMPP project?** These organizations are advocates of the market (and the City) and help promote it through their respective members. They want the market to be successful so it will last and they do what they can to make that happen. The schools have been instrumental in setting up community booths that help draw new people to the market each week and making it more of a gathering place.
- iii. **How will they continue to contribute to your project's future activities, beyond the performance period of this FMPP grant?** These organizations are very active both as groups but also as individual members of the community. They recognize that if the market is not successful, it will cease to exist. A large contingent of the community feels very strongly about maintaining a healthy lifestyle and feel the Farmers Market contributes to that. There is no better advertising than word-of-mouth and we know these advocates of the market are committed to spreading the word.

5. Are you using contractors to conduct the work? If so, how did their work contribute to the results of the FMPP project?

Yes, the City has hired contractors to operate the day-to-day operation of the market because City Staff does not have the time or expertise to run a Farmers Market. During season one, we hired Pacific Coast Farmers Market Association to manage and operate the market. They are very successful in the Bay Area, operating more than 65 markets. In the second year of the market we hired the Napa Farmers Market Corporation (NPMC) because they operate a very successful market in our neighboring town and have a good grasp on what the shoppers in this area want and need.

Both vendors did a good job of managing the market. The NFMC was more successful because they have a very good working relationship with the local farmers and vendors based upon their years of experience running a successful market in Napa. They felt, as we do, that providing a mixture of fun activities, music, etc., helped enhance the overall experience for the community and made them want to return to the market often.

6. Have you publicized any results yet?*

- i. **If yes, how did you publicize the results?** We highly publicized and promoted the market. We did this with mailers, posters, pole and fence banners, on our website, in our newsletters, on our facebook page and print newspaper ads.
- ii. **To whom did you publicize the results?** Primarily the promotion was directed at our community although in some cases we purposefully targeted areas beyond our boundaries in order to attract shoppers to the market.
- iii. **How many stakeholders (i.e. people, entities) did you reach?** Our newsletter has the deepest penetration with just over 10,000 people on the distribution list. Mailers to every household would potentially reach our entire population of 20,000 (approximately 5,000 households). One targeted mailing was directed at our community plus about 10,000 people outside our City limits.

*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

7. Have you collected any feedback from your community and additional stakeholders about your work?

- i. **If so, how did you collect the information?** We intend to do a community wide survey early in 2018 to seek input about the market. Throughout the 2 year cycle we received a lot of informal feedback through social networks and word of mouth.
- ii. **What feedback was relayed (specific comments)?** We received both positive and negative feedback. Many, many people were grateful that the City was able to secure the grant and bring a market to town. Many offered constructive criticism about ways to attract more people to the market, such as providing specific kinds of vendors and prepared food. There were many discussions on social networks about the location of the market. Although the site was selected based upon an initial community survey, after the market was positioned at the community pool site, many felt that it was a less than desirable location. This debate will continue as we figure out the best site for next year.

8. Budget Summary:

- i. As part of the FMPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report: ☒
- ii. **Did the project generate any income?** No income was generated from the Farmers Market Grant.
 - a. **If yes, how much was generated and how was it used to further the objectives of the award?** N/A

9. Lessons Learned:

- i. **Summarize any lessons learned.** They should draw on positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).

We learned a lot during the last two years, primarily through trial and error. For example, soon after the market opened we realized that the layout of the vendors and parking looked good on paper but was not as efficient and safe as we had hoped. Adjustments were made to the flow of traffic and the layout of the vendor booths which helped a lot. Perhaps the most important take away from the whole two year cycle was to be flexible. If something doesn't work quite the way you hoped, try something else.

We learned that no matter what extra (i.e. recreational, cultural, etc.) things/events were brought to the market, the absolute bottom line was attendance. It is a classic catch 22 where the farmers/vendors will not come to a market unless there are enough shoppers and the shoppers will not come to the market unless there are enough vendors.

- ii. **If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving:** We believe our goals were met. A new Farmers Market was established, running 27 weeks in 2016 and another 27 in 2017. The produce was very good quality, provided directly from the farms which gave our community an alternative to shopping at one of our two grocery stores. The market also proved to be a community gathering place on Sunday mornings, not quite as robust as we had hoped but we are confident the market will continue to grow from year to year as it becomes more of a tradition in town.
- iii. **Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:** The hardest part of grant administration has simply been finding the time to complete the reporting requirements. The reports are not hard if you can adequately access the financial information. It is very important to work with your finance department ahead of time to make sure a system is place to track all applicable transactions.

10. Future Work:

- i. **How will you continue the work of this project beyond the performance period?** In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.

We sincerely hope that the Farmers Market will continue to thrive without the participation of City staff and the luxury of the grant money to provide marketing, activities and entertainment. We are hopeful that a contractor, possibly one of the two we used during the last two seasons will choose to operate the market for many years to come. We will certainly be encouraging them to do so. It is likely that the same number of direct and indirect jobs would be provided if the Farmers Market continues in American Canyon.

- ii. **Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?**

In 2018, we will be meeting with several of the local Farmers Market operators to discuss the possibility of one of them taking over the management and operation of the Farmers Market. It is unlikely that the City will be able to financially contribute anywhere near the level that the grant provided. This will make it more difficult for the contractor but we are confident that enough of a customer base has been established that the market will continue into the future and will hopefully continue to grow. We will provide the new vendor with the supplies we purchased for the market operation as well as the information gathered from the 2018 community survey and any other historical information that we can to help them succeed.